

PATHWAY TO Prosperity

Presented by **Councilmember Carl DeMaio**



Economic Prosperity Plan for Job Creation



PATHWAY TO Prosperity

Carl DeMaio's Economic Prosperity Plan for Job Creation

Task Force Members

Susie Bauman
Bali Hai Restaurant

Steve Flaim
Tech Coast Angels

Ruben Garcia
US Small Business Administration

Leo Hamel
Leo Hamel Fine Jewelers

Frank Hewitt
IntelliSolutions, Inc.

Jerry Navarra
Jerome's Furniture

Laura Nelson
Cass Construction

Phil Pace
Phil's BBQ

Ed Plant
San Diego Cold Storage

Janie Ramshaw
Ramshaw Enterprises

Tom Sudberry
Sudberry Properties

Joe Terzi
SD Convention & Visitors Bureau

Vince Vasquez
National University

Courtland Weisleder
Greener Dawn

Steve Williams
SENTRE Partners

Town Hall Forums

Sep. 16 - 8am
Sony Electronics
16350 Via Esprillo
San Diego, CA 92127

Oct. 21 - 8am
Balboa Park
War Memorial Building
2125 Park Blvd.
San Diego, CA 92101

Nov. 4 - 8am
Gen-Probe
10210 Genetic Ctr. Dr.
San Diego, CA 92121

Dec. 2 - 8am
SDSU

OUR DESTINATION IS CLEAR...

To create a sustainable economy in San Diego that draws high-paying jobs in multiple established and emerging sectors.

And to get there, we need...

A PATHWAY TO PROSPERITY

- *Cut red tape for business and get city government out of the way of job creation.*
- *Incentives to draw employers to San Diego.*
- *Investments in economic infrastructure.*
- *Prepare our children for the new economy.*
- *Foster innovation through research labs and our leading universities.*

To help move San Diego down this "Pathway to Prosperity," I am proud to announce the creation of a *Jobs Task Force* comprised of some of the best and brightest business leaders in our region, as well as a "Job Creation Hotline" and a series of Town Hall Forums, so that any San Diegan can voice their ideas for job creation. Together we will create a comprehensive plan to bring jobs back to San Diego.

City Administration Building
202 C Street
San Diego, CA 92101

Phone: (619) 236-6655
Fax: (619) 238-0915
CarlDeMaio@SanDiego.gov

Call my JOB CREATION
HOTLINE at (619) 236-6210

Introduction to the Initiative

San Diego is gifted with the greatest weather, best people, and some of the most innovative, hard-working business minds in the country. However, time and time again local companies and entrepreneurs find their hands tied by a city government that continues to add more roadblocks, hurdles, and red tape.

This must change, and in the following outline we have presented 7 breakthrough reforms to help cut red tape and foster job creation in the City of San Diego.

The following pages are a look at the *Pathway to Prosperity*, Version 1.0. These initial breakthrough reforms will be developed and refined over the coming months with input from a **Jobs Task Force**, comprised of San Diego business leaders, as well as ideas submitted during a series of Town Hall Forums and via a new **Job Creation Hotline**, available for any San Diegan to voice their ideas for job creation.

Proposal 1 – Designate “Job Sector Coordinators” to Trouble-Shoot Problems in Economic Sectors

Councilmember DeMaio is proposing that existing staff at the City’s Office of Small Business be repositioned to serve as **Job Sector Coordinators** in targeted business sectors such as:

CleanTech

Real Estate

Biotech/Life Sciences

Manufacturing

Restaurants & Retail

Tourism

Defense & Security

Each Job Sector Coordinator will establish direct relationships with business trade groups and assist in policy formulation and advocacy for that sector. More importantly, the Job Sector Coordinator would serve as an ombudsman to trouble-shoot problems and address problems that businesses in that sector are having with city departments and regulations.

Proposal 2 – Overhaul of Permit Processing at Development Services

In business, time is money – and uncertainty can create so much risk that businesses decide not to pursue projects. That's why the City of San Diego must dramatically reorganize and overhaul its entire process for handling permits to become “faster, better and cheaper.”

By streamlining regulations and “cycle time” for permit decisions, the City of San Diego can remove cost and risk from projects – and in doing so position itself as an attractive place to do business.



To achieve this goal, Councilmember DeMaio proposes the following:

- **Fixed Price Fee Structure:** Instead of drawing down on “deposit accounts” which only encourages the city bureaucracy to take more time on permit processing, DSD should switch to “fixed-price” permit pricing. Prices will be set based on cost-recovery for turn-around times *based on competitive benchmarks*.
- **Time and Quality Guarantees:** For each permit category, the City will commit to a hard deadline by which the permit will be completely processed. In addition to measuring turn-around time, the City will commit to a minimal deviation between requirements outlined for the applicant during plan review/check and final inspection. If the City fails to meet these performance standards, the customer (applicant) will receive their money back, and the City will pay to put an extra project team on the permit application to expedite processing.
- **Self-Certification Program:** To streamline the number of permit actions that require a full-scale city review process, DeMaio proposes to pilot “Self-Certification” Permitting for select projects, with liability transferred to entities that certify compliance with city codes.
- **Employee Incentive Program:** To encourage city employees to meet turn-around times, an incentive program will fund performance bonuses and training in key skill sets such as project management, customer service, etc.
- **“Innovation Labs” for Process Redesign:** Instead of trying to overhaul the entire DSD department as a whole all at once, DeMaio proposes to break DSD down into four units: *The existing City team, the CCDC team, and two outside contract teams*. Over a 2 year period, the four units would be allowed to set up whatever processes and systems for processing permits they feel would provide the fastest, most cost-efficient, and quality-oriented permit review. By having four units working separately, the goal is to encourage competition and innovation in process design and management. At the end of the two-year Innovation Lab period, results will be assessed and a final DSD structure will be implemented based on best practices from all four units.

Proposal 3 – Clean Tech Incubator Center and Retail Expo

The next big wave of innovation and economic growth will be fueled by the global transition to sustainable living – in terms of water conservation, renewable energy, materials reuse, and smart design. San Diego must position itself at the forefront of that global transition – both for companies operating locally and for the manufacturers of Clean Tech products and services.

While San Diego already has a good share of Clean Tech firms, we can do better. Councilmember DeMaio proposes to create a Clean Tech Incubator Center that provides low-cost commercial and retail space for start-up companies.

Like other incubator sites across the country, the Clean Tech Incubator will have a one-stop center for government services for the Clean Tech companies, and will serve as a gateway to both academia and private sector assistance (e.g. venture capital firms).

The site will also feature a “Sustainable Living” Retail Expo for Clean Tech companies to demonstrate and sell their products and services – and the Expo will be marketed to a strong consumer base in San Diego County. This innovative project will not only provide a cost-efficient operating environment for emerging Clean Tech companies, but will also allow them to attract the all-important customer base necessary for an start-up company to graduate to “steady state” status.

DeMaio is considering several sites for the Incubator and Expo, including vacant space at NTC/Liberty Station that is currently managed for the city’s redevelopment agency by a non-profit organization.



Related Reforms

Elimination of Solar Permitting Fees: San Diego is blessed with sunshine – and historically has been a leader in solar power. Unfortunately, San Diego risks losing our solar leadership position due to increased costs and regulations from government. Two years ago, the City dramatically increased its solar fees – by 600%! While some fees have since been restructured, the City is imposing costs on an investment it should be incentivizing. As such, DeMaio proposes the *complete elimination of solar fees*.

Market-Based Financing for Solar/Energy Conservation: The City of San Diego should explore creation of a revolving loan fund to provide low-cost financing for businesses and residents wishing to invest in renewable energy and energy conservation projects. In addition to providing an initial capitalization of this fund, the City should aggressively pursue federal legislation to remedy the standstill in implementation of AB 811 Energy Conservation District Financing programs.

Proposal 4 – Expand the “Hire a Youth” Program to Support 5,000 Youth Jobs

To succeed in life, San Diego's youth need to be equipped with the “soft skills” of professionalism and the “hard skills” that come from career-specific job training. At the same time, San Diego's companies can benefit from cost-effective use of an entry-level labor force.

Working with several non-profit groups and local employers, the San Diego Workforce Partnership has sponsored the “Hire-a-Youth” Program to provide up to 1,000 at-risk youth with summer employment opportunities.

Councilmember DeMaio is proposing that the “Hire a Youth” program be significantly expanded to serve more of San Diego's youth – and with expanded eligibility and programming. Specifically, over the next four years, DeMaio wants to expand participation in the program from the current **1,000** students to **5,000** students.



- **At-Risk Youth:** 2,500 at-risk youth will be provided with summer job opportunities in an expanded version of the current “Hire a Youth” program. The program will be expanded through an aggressive effort to recruit more businesses to participate in the program and to redirect existing governmental funds to utilize summer employment to achieve project goals.
- **Work Readiness Academy:** DeMaio proposes that the City partner with the school districts, local non-profits, and private employers to hold three “Work Readiness Academies” for students wishing to learn about the “soft skill sets” of professionalism. DeMaio points to Junior Achievement as one exemplary program that already works with fifth graders – but not all fifth graders have access to the Junior Achievement program, something DeMaio hopes to change with the expanded “Work Readiness Academy” initiative.
- **Emerging Leaders Program:** For students that demonstrate exceptional academic performance and a desire to pursue a specific career track, DeMaio proposes to leverage existing Workforce Partnership funds with private business support to provide up to 2,500 high school seniors with a “work-study” internship that includes paid employment and on-the-job training sponsored by local trade organizations. The program will allow students to test out a career path in one of San Diego's emerging economic clusters before fully committing through a path of higher education or continued employment with their sponsor business.

PATHWAY TO PROSPERITY

7 Breakthrough Reforms



The expansion of the “Hire a Youth” program will be done in a budget-neutral manner for the City. DeMaio proposes to consolidate and coordinate existing grant and governmental funding streams to achieve these targeted program outcomes without an increased cost in the City’s General Fund budget.

Program design and delivery will be handled by the San Diego Workforce Partnership in conjunction with a network of existing non-profits, including local colleges and universities. Finally, significant funding will be obtained by leveraging private business funding through using the “work-study” model successfully pioneered for federal college tuition assistance programs.



Proposal 5 – Vocal Leadership to Ensure Completion of Navy Headquarters Project

With the Convention Center expansion and North Embarcadero projects underway, the City has an opportunity to dramatically revitalize our waterfront and expand our downtown jobs base with the successful building of the new Navy Headquarters for its west coast operations.

The Navy Broadway Complex (NBC) is master planned to be the new headquarters for the Navy's Western region. San Diego Harbor has the capacity to be the largest Navy port in the world and it already provides jobs and tremendous economic activity for the City and region. With the successful build-out of the Navy headquarters, the City will be sending a strong message to Washington that we value the military in San Diego and the defense contractors that have facilities here.

With the debt deal requiring major cuts in federal spending, it is highly likely that a new round of Base Realignment and Closures (BRAC) will occur. With completion of this important project, San Diego will be in a prime position during the next round of BRAC deliberations to not only defend our current share of military facilities, but to aggressively pursue military functions across the nation for relocation and consolidation here in San Diego.



The Coastal Commission has taken issue with the approved NBC project and continues to try to shut down the implementation with legal action. The Coastal Commission is currently scheduled to docket the NBC at their November meeting in Oceanside and vote on whether or not the project should be stopped and start over with the entitlements.

DeMaio proposes that the City include as part of its federal legislative outreach an effort to secure additional funding for the project, aggressive outreach to the California Coastal Commission to resolve their objection to the project, and a commitment to expedite all reviews of permits for substantial conformance with the development agreement.

Like the years of talk about expanding the Convention Center, and decades of talk about the North Embarcadero Visionary Project, completion of the new Naval headquarters must receive vocal and sustained attention from City leaders to ensure success.

PATHWAY TO PROSPERITY

7 Breakthrough Reforms



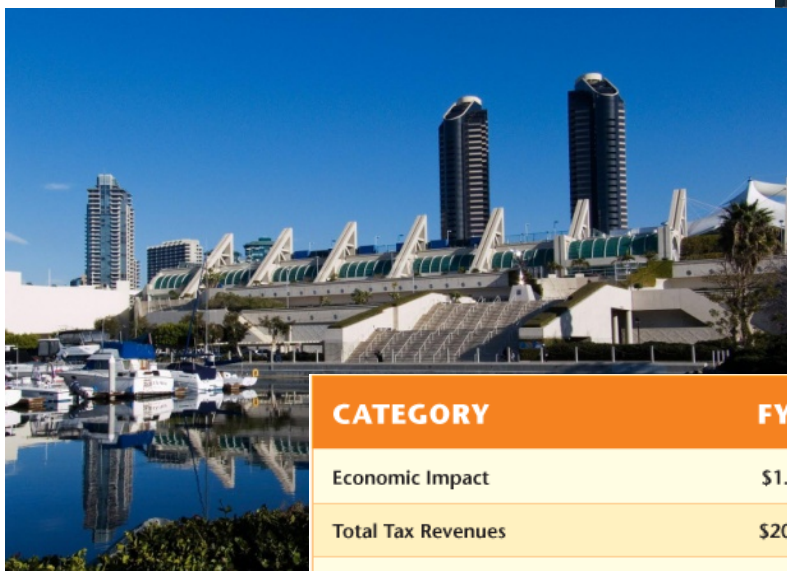
Proposal 6 – “Tourism 2020” Strategic Plan

Pursuant to a request made by Councilmember DeMaio in May 2010, the Tourism Management District (TMD) is putting the finishing touches on a long-range Strategic Plan to guide investments and policies for tourism promotion.

DeMaio has requested that the Strategic Plan be presented by tourism industry leaders for approval by the City Council. Moreover, with recent City Council approval of the TMD for forty years, DeMaio proposes to require that the annual TMD Management Plan present to the City Council set clear goals and measures for the implementation of the long-range Strategic Plan.

As an immediate jump-start to the Tourism Strategic Plan, DeMaio proposes the following:

- **Expansion of the Convention Center**
- **Tourism-Themed Balboa Park Expo**
- **Mission Bay Master Plan for expansion of recreational and entertainment facilities**
- **Targeted incentives for creation and attraction of Comic-Con sized conventions**
- **Expansion of San Diego hotel capacity**



**Local
Economic
Impact from
Convention
Center in FY
2010 alone:**

CATEGORY	FY 2010
Economic Impact	\$1.27 billion
Total Tax Revenues	\$20.2 million
Hotel Room Nights	709,298
Total Events	165
Convention & Tradeshows (events bringing in out-of-town visitors)	66
Local Events	99
Total Attendance	786,403
Out-of-town visitors	557,237
Local visitors	229,166

Proposal 7 – Make San Diego a “Fair and Open Employment” Region



Businesses will not invest in facilities and will not hire employees if they fear costly and restrictive mandates on employment. Unfortunately, the City of San Diego and several other government entities have been enacting “union-only” policies that have made our region less attractive to business.

Gaylord Entertainment withdrew from Chula Vista several years ago – taking 6,000 jobs with them – because of the threat of a Project Labor Agreement on construction and operation of their facility. Just a month ago, the Port of San Diego initiated a new policy of requiring applicants negotiate with labor unions before bringing projects before the Port Commissioners. In addition to costing our region jobs, these union mandates cost taxpayers money through higher project costs in public works projects.

These policies cannot be allowed to continue as they will chase much-needed investment and jobs out of our region. Councilmember DeMaio proposes that all San Diego county government entities adopt “Fair and Open Employment” laws to ensure that both union and non-union businesses can receive equal treatment and no union mandates are forced on businesses in our county.



Implementation Strategy – Deputy Mayor for Job Creation

Implementing major initiatives requires focused leadership and coordination across the traditional “silo” mentality of government bureaucracies. To provide a one-stop point for tackling the issue of job creation, the Mayor should reorganize his current management team to appoint a Deputy Mayor for Job Creation.

In addition to being responsible for devising economic policies, advancing legislative initiatives, and overseeing partnerships between the City and business groups on economic development programs, the Deputy Mayor would exercise direct line of authority over the following Departments:



- **Development Services Department**
- **Redevelopment Agency (CCDC/SEDC)**
- **Housing Commission**
- **Office of Small Business**
- **Small and Local Business Enterprise Program**
- **Regional Enterprise Zones**

The Deputy Mayor would also be responsible for compiling and coordinating an aggressive advocacy agenda to change legislative policy at all levels of government to benefit San Diego business.

Require City's Annual Legislative Agenda to Include Jobs Plan

Each year the Mayor presents his Intergovernmental Relations Legislative Program to the City Council for approval. This plan guides the City's lobbying efforts at all levels of government, which gives direction to staff as they work with legislators to drive policy changes that favor San Diego's interests.

DeMaio proposes to require each city department and agency, as well as request each local trade and business group, to submit proposed changes in state law and regulation that will foster job creation in our region. The Mayor and Council would then select ideas to formally endorse and include as part of the City's annual Intergovernmental Relations Plan. The Deputy Mayor would then be responsible for the full implementation of the jobs strategies in the plan throughout the year.

Outline of Task Force's Final Report

ECONOMY-WIDE STRATEGIES

Strategy 1: Regulatory Reform

Strategy 2: Workforce of the Future

Strategy 3: Transitioning to a Sustainable Economy

**Strategy 4: Affordable Housing
& Infrastructure**

Strategy 5: R&D and Innovation

SECTOR-SPECIFIC STRATEGIES

Strategy 6: Military

Strategy 7: Life Sciences/Bio-Tech

Strategy 8: Tourism

Strategy 9: Clean-Tech

Strategy 10: Communications

How can you get involved in this job creation effort? I am announcing the creation of a hotline, as well as a series of "Town Hall" forums to hear what San Diegans think about job creation.

Call my "Job Creation Hotline" Today!

Whether you're a business owner who has run into a permitting problem, or a city resident who wants to see more jobs in their career field in San Diego, I want to hear your ideas for job creation. Please call today!

(619) 236-6210

I will be holding a series of "Town Hall" Forums to hear the ideas and opinions of San Diego's business owners, employees, educators, students, and anyone who has an interest in job creation.

September 16 – 8 am

Sony Electronics

16350 Via Esprillo
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November 4 – 8 am

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10210 Genetic Center Drive
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October 21 – 8 am

Balboa Park

War Memorial Building
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San Diego, CA 92101

December 2 – 8 am

San Diego State University

5500 Campanile Drive
San Diego, Ca 92182

Introduction to the Jobs Task Force

No one understands the amount of red tape and government hurdles that businesses have to deal with better than small business owners.

These individuals are the backbone of our local economy, with over 90% of all businesses in San Diego considered “small businesses.”

That is why I have brought together some of the best and brightest entrepreneurial minds that do business in the City of San Diego, and look forward to gathering their ideas and input as we develop the full *Pathway to Prosperity* plan.

From construction to tourism to restaurant owners and much more, I am excited to hear their thoughts and ideas as we determine the best plan to get San Diego back to work.



Carl DeMaio **A Businessman with a Passion for Public Service**



On June 3, 2008 Carl DeMaio was elected to the San Diego City Council, making history as a non-incumbent taking a Council seat by the widest margin ever in a primary – winning 66% of the vote.

Prior to winning his seat on the City Council, DeMaio was best known in San Diego as the City Hall Watchdog. He helped uncover the city's serious financial and ethical problems. After years of prodding city leaders to enact reforms, a frustrated DeMaio decided to run for City Council.

DeMaio's pledge to the voters was simple: Clean Up City Hall. His platform includes balancing the budget, reforming the pension system, fixing crumbling infrastructure, and restoring ethics and accountability to every level of city government.

Refusing to shed his watchdog roots, DeMaio pledges "to continue to serve as the eyes and ears of the taxpayers on the City Council."

Outside of his work as a local government watchdog, DeMaio was a businessman who founded two multi-million dollar companies by the age of 30. In 2000, he founded the Performance Institute, a non-partisan, private think tank dedicated to reforming government through the principles of performance, transparency, competition and accountability. DeMaio built the organization into the largest government reform think tank in the nation and the leading authority on performance-based management in government, law enforcement, non-profits and schools.

In 2003, DeMaio founded the American Strategic Management Institute (ASMI), which provides training and education in corporate financial and performance management. DeMaio sold both companies to Thompson Publishing Group in late 2007 so he could focus his efforts on turning the City of San Diego around.

His desire to create a Jobs Task Force to bring the best-and-brightest business leaders in San Diego together, comes from his understanding that local government is stifling economic growth, as more jobs leave every year because of burdensome regulations, and a government that is more interested in putting up roadblocks than it is in seeing local companies succeed.

Susie Bauman **Owner, Bali Hai Restaurant**

Susie Baumann owns the Bali Hai and Lighthouse restaurants on Shelter Island. Ms. Baumann is board treasurer for the California Restaurant Association and has served as a board member for the association since 1988. She currently serves as secretary for San Diego Convention and Visitors Bureau Board of Directors and is active in the Shelter Island Association.

Opened in 1955 by San Diego restaurateur Tom Ham on the then newly constructed Shelter Island, Bali Hai was the island's first "tiki temple," named after the song popularized by the musical "South Pacific." Family-owned and operated for over five decades, Ham's vision continues through his daughter Susie Baumann and her husband Larry.



Stephen Flaim, Ph.D., F.A.C.C. **President, Tech Coast Angels San Diego Network** **Vice Chairman, Tech Coast Angels**



Dr. Flaim received his graduate degree in Human Physiology and Pharmacology from the University of California at Davis in 1975. He assumed a faculty position in Medicine and Physiology at the Pennsylvania State University College of Medicine at Hershey, PA. His early research focused on the mechanisms controlling the peripheral circulation in congestive heart failure. In 1982, he assumed a lead research position in charge of Antianginal Drug Discovery at McNeil Pharmaceutical, a division of Johnson & Johnson. He subsequently took the position of Associate Director of Cardiovascular Pharmacology at the Squibb Institute for Medical Research.

In 1990, Dr. Flaim joined Alliance Pharmaceutical Corporation in San Diego where he was Vice President of Biological Sciences. At Alliance, Dr. Flaim was responsible for the preclinical development of perfluorocarbon-based products for use as temporary oxygen carriers during high blood-loss surgeries, liquid ventilation therapy for respiratory distress, and contrast enhancement during echocardiography. Dr. Flaim then took the position of Vice President of Biological Research & Development with Trega Biosciences, Inc. in San Diego where he was responsible for the drug discovery & development programs in pain management, inflammation, metabolic diseases and obesity. In 1999, Dr. Flaim became Senior Vice President of Research & Development at Galileo Pharmaceuticals, Inc. in Santa Clara, CA. In this role, he had overall responsibility for pharmaceutical drug discovery and development programs in myocardial ischemia, stroke, and inflammation focusing on chronic neuroinflammatory diseases. He also was responsible for the preclinical and clinical development aspects of the company's anti-inflammatory bioactive neutraceutical programs.

In 2003, Dr. Flaim established a private consulting firm supporting the biotechnology and pharmaceutical fields in the areas of preclinical and clinical research and development. Dr. Flaim is a Fellow of the American College of Cardiology, the American Heart Association, the American College of Clinical Pharmacology, and the Royal Society of Medicine. He is a member of the Editorial Board of the Journal of Pharmacology and Experimental Therapeutics, a Technology and Business advisor to the University of California School of Engineering William J. Von Liebig Center for Entrepreneurism and Technology Advancement, a member of the Board of Governors of the Tech Coast Angels, a member of the Executive Board of the San Diego Tech Coast Angels, an Entrepreneur-in-Residence with the CONNECT Springboard program and is also active in numerous regional and national scientific organizations.

Ruben Garcia

District Director of the U. S. Small Business Administration's San Diego District Office

Dr. Ruben R. Garcia became District Director of the U. S. Small Business Administration's San Diego District Office on January 3, 2006. In this role Garcia is responsible for overseeing SBA financial and educational development programs for San Diego and Imperial Counties. Last year the San Diego District Office ranked number one among 70 offices nationwide.

The son of a Texas field laborer, Garcia moved with his family to Southern California when he was five and graduated years later as student body president of Belmont High School in Los Angeles. After a year in college, he enlisted in the U.S. Army, graduated from the West Point Preparatory School, and served in infantry and special weapons assignments. Over the past 30 years, Garcia has held management positions with a number of firms, including ARCO, Texaco, Clark Equipment, Yale and Caterpillar Corporations.

In 1999, Garcia helped form the National Association of Hispanic Real Estate Professionals (NAHREP) and served as the Founding President/CEO and executive director. Under his guidance and leadership, the organization grew from three to more than 13,000 members in only three years. NAHREP is a non-profit trade association committed to increasing Hispanic home ownership by empowering real estate professionals that serve Hispanic consumers.

In addition to studies at West Point, Garcia has a marketing degree from Pacific Western University; an MBA certificate from Tulane University; and an MBA and Ph.D. from Madison University. He also studied at the UCLA Extension School of Business Management.



Leo Hamel

Owner, Leo Hamel Fine Jewelers



Leo Hamel Fine Jewelers was started with Leo working out of a briefcase after a short-lived stint selling jewelry in San Diego's largest department store, Walker Scott. Leo was fired several times for bending the rules to give his customers a better shopping experience but was always re-hired for being the top salesman. His boss at the time "suggested" that he start his own business. So with \$125 in his pocket, he went out to venture on his own.

At swap meets, fairs, and any place Leo could find a gathering, he set up a small table, and gradually his passionate following of loyal customers grew. After a couple years, Leo was doing enough business to open his first store on El Cajon Blvd., which was so small that an employee had to quit after becoming pregnant. There was just no room behind the jewelry cases for her! Leo recruited Lisa Hamel and Robin Hart as his first partners and employees. By then Leo was specializing in preowned Rolex and Patek Philippe watches, as well as fine cut diamonds and Japanese pearls.

A few years later, the business moved to a larger store. It was at this location that Lisa's husband Dano McCarthy joined the company, and, as a company, Leo Hamel Fine Jewelers gained expertise in fine estate jewelry and colored gemstones. As time went on Leo Hamel Fine Jewelers moved again and began to take on national brands of distinction, such as IWC and Omega watch companies. Also onboard was the elite Hearts On Fire jewelry brand.

Leo's philosophy was that, "we are off the beaten path and can give a great deal along with excellent service to our customers." Even as the company moved into new stores that were progressively larger and more beautiful, it retained the feeling of a family-owned and operated business, and because of that, the company's loyal customer list continued to grow.

Today, Leo Hamel Fine Jewelers is located in Old Town and is the largest and most complete, full service fine jewelry store in the San Diego County.



Frank Hewitt

Executive Vice President & Chairman, IntelliSolutions, Inc.

Frank Hewitt is Executive Vice President and Chairman of the Board for IntelliSolutions, Inc. He joined the company in April 2008. Prior to joining IntelliSolutions, Frank was the President & CEO and a founder of ComGlobal Systems, Inc. Frank led the negotiations for ComGlobal's successful Merger and Acquisition by Analex Corporation in April 2005. He then continued service with Analex Corporation as a Senior Vice President through August 2006 to ensure a successful integration of the companies.

Since 2006, Frank has been actively involved in entrepreneurial programs in support of start-up companies. He was a San Diego CONNECT Entrepreneur-In-Residence and an investor through Tech Coast Angels where he invested and provided guidance for early-stage ventures.

While serving as the Executive Vice President of ComGlobal Systems, Frank's leadership was instrumental in ComGlobal's growth from startup in 1995 to over \$40 Million in revenue for 2005. Leading San Diego operations that specialize in high technology professional services support to the Space and Naval Warfare Systems Command (SPAWAR), and providing management, contracting, and "strategic" business development expertise for nearly 20 years, Frank brings his very current knowledge of the San Diego defense industry to his endeavors. In addition to dealing with a wide range of defense contracts, both as a prime and as a subcontractor, he has significant operational experience (over 20 years) with the systems being supported within the Navy/SPAWAR business area, and has a well-versed understanding of the C4ISR (Command, Control, Communications, Computers, Surveillance, & Reconnaissance) business base and the Navy's SEAPORT-e acquisition process. While on active duty with the Navy Frank had command of two ships, including command of USS CUSHING (DD-985), a Spruance-class destroyer, in San Diego, California. He possesses an in-depth knowledge of Over-The-Horizon Targeting systems with specific emphasis on Tomahawk cruise missiles. A graduate of the United States Naval Academy in Annapolis, Maryland, he additionally received a Masters Degree in Electronic Warfare Systems Technology from the Naval Postgraduate School in Monterey, California.

Frank chairs the Joint Legislative Committee of the National Defense Industrial Association (NDIA) San Diego Chapter and the San Diego Military Advisory Council (SDMAC). Additionally, he is a member of the Board of Directors and Past President of the NDIA San Diego Chapter. Frank was the Founding President of the San Diego Military Advisory Council, and he currently serves on the SDMAC Board of Directors' Executive Committee. Also, Frank is a life member of the U.S. Naval Institute, the Surface Navy Association, the U.S. Naval Academy Alumni Association, and the National Defense Industrial Association.

Jerry Navarra

Chairman, Jerome's Furniture

Jerry Navarra has been in the furniture business for as long as he can remember. His father, Jim, with two partners, founded what was then named Strep's Furniture Warehouse, in 1954. Shortly thereafter his father bought out his partners. And in 1968, when Jerry was only 20 years old, Jim Navarra renamed the company "Jerome's."

At that time, Jerry was driving a delivery truck. His two sisters also worked in the warehouse. But his father knew that his son would one day take over the family business. In 1970, armed with a bachelor of science degree in business with an emphasis in marketing from the University of Southern California and a masters in business administration from San Diego State, Jerry Navarra began his full-time career in the family business when "Jerome's Furniture Warehouse" was but a single location company with only 12 employees. In 1974, he took the helm as president and has guided Jerome's growth to reach almost 400 employees, five retail locations and multi-million dollar revenues.

Jerry oversaw the opening in 1979 of his first satellite store in San Marcos. Over the next 10 years, new Jerome's locations were added in Chula Vista, El Cajon and Scripps Ranch. In 2000, the original store in downtown San Diego was replaced with a large format unit on Morena Boulevard. In 2005, the company streamlined its operations by opening a 450,000 square foot distribution center. The company continues to expand, with locations now open throughout Southern California.

Today, Jerome's Furniture boasts the largest selection of in-stock furniture in Southern California, and with multiple superstores featuring hundreds of items each, most items can be in a customer's home with same-day delivery.



Laura Nelson Vice president, Cass Construction Company

Cass Construction, Inc. is a family owned company established in 1974 as a General Engineering Contractor. Operations include grading, sewer, water, storm drain, concrete structures, pump stations, and many other specialty areas of construction. Cass Construction has the equipment availability necessary to perform small or large projects, and their size enables them to meet stringent schedules on any type of project. Their expertise in all facets of general engineering contracting gives Cass Construction the competitive edge for turnkey development.

Cass Construction, Inc. performs work for public agencies and private industry as well. They are cognizant of the need to maintain the highest quality of work within the client's project parameters. Their professional staff and personnel take great pride in achieving the utmost in quality and production, knowing that the company's reputation directly reflects the capabilities and workmanship of its employees.

All of these factors - experienced personnel, specialized equipment and a merit shop operation - are the keynotes to the success of Cass Construction.

Phil Pace Owner, Phil's BBQ

For the past thirteen years, BBQ lovers across San Diego County have turned to restaurateur Phil Pace to satisfy a singular craving: mesquite grilled baby back and beef ribs, chicken and sandwiches. Serving thousands of customers a day from a diverse clientele of skateboarders to Bentleys, Phil has built his foundation on consistency, quality, freshness and friendly service.

"We thrive on providing each guest with the 'Phil's Experience', which basically comes down to organized chaos," laughs owner Phil Pace. "The biggest reason behind our success is our loyal customers who have supported us and waited in line for a taste of BBQ for the past twelve years."



Since opening its doors in San Diego in 1998, Phil's BBQ has served over one million pounds of BBQ sauce (enough to fill Shamu's tank). Expanding from four employees to well over 100, Phil's BBQ has become an employer of choice in San Diego. In 2010, Phil's BBQ San Marcos opened with great anticipation in the northern portion of San Diego County.

Phil doesn't come from a long line of BBQ connoisseurs. Instead, he created from scratch a top-secret recipe for BBQ rubs and sauce while taking his dad's advice to only cook what he knows best and treat employees like family. Phil has been a pioneer of fast, casual dining since the opening of the first restaurant, giving San Diegans what they want - great BBQ. Taking care, satisfying cravings and supporting customers has always been #1. Because commitment to the San Diego community has been an intricate part of the journey, Phil's BBQ has contributed over a quarter of a million dollars to local children's charities over the past twelve years.

Edward Plant
Owner, San Diego Cold Storage
Member, San Diego Port Tenants Association Board

San Diego Cold Storage is a full service public refrigerated warehousing company offering over 1,000,000 cubic feet of frozen and refrigerated warehouse space at our location in National City, California. We offer a wide variety of services specifically designed to meet the needs of local and domestic storers. Some of these services include trucking, railcar loading and unloading, blast freezing, computerized inventory control with radio frequency bar code scanning, load consolidation, cross-docking and inspection services. Our Primus Labs Certified facility in Otay Mesa, California, facility offers cross-docking, inspections services, bagging & repacking capabilities, as well as refrigerated storage.

Janie Ramshaw, RHU
Ramshaw Enterprises, Inc.

Janie Ramshaw, RHU, is a veteran of the Health Care Industry for the last 36 years. Her multi-faceted health insurance agency serves both individual and small employer groups for their health insurance needs. The agency also focuses on Medicare Supplement coverage. For the last two decades she has specialized in Managed Care and has consulted for hospitals, physicians, and Managed Care companies for marketing and business development.

In addition to her hands-on experience in the health care industry, she is a nationally recognized speaker, is widely published in her industry's periodicals, has a tape and video series, speaks to groups related to the Health Care Industry throughout the United States and appears on television and radio programs representing the small business and health insurance perspectives.

Janie testified before Congress to the U.S. Labor Committee as an expert witness on behalf of Small Business regarding health insurance in 1989. She was appointed by the Governor as a Commissioner for the State of California for the California Health Policy and Data Commission (CHPDC), from 1990 to 1994. She has served as a Commissioner for the San Diego Medical Society's Access to Health Care commission and the Physician Economic Issues Committee.

Janie is Past Charter President of the Rancho Bernardo Soroptomists and Past Charter Seargent-of-Arms of the Rancho Bernardo Toastmasters, International. She is a Past-President of the San Diego Association of Life Underwriters, past National Committeeman of that association, former Trustee for the State Association and past Chairman of NALU's Health Committee. She was Vice President of Legislation for California Association of Health Underwriters. She served on the founding Boards for the San Diego Employee Benefit Council and Health Underwriters.

Since 1990, Janie created fourteen hours of Continuing Education Classes involving managed care. She has consulted for UCSD, Children's and Alvarado Hospitals. She served from 2000 to 2007 on the Alvarado Hospital Board.



Tom Sudberry
Chairman, Sudberry Properties

Tom Sudberry formed Sudberry Properties in 1979 to develop and manage commercial properties in Southern California. The firm currently specializes in urban retail, community, and town center developments with an emphasis on mixed use and master planned communities. Since its inception, Sudberry Properties has developed more than 6 million square feet of retail, office, apartments, and industrial projects with a market value exceeding \$1 billion. Sudberry Properties is also known for entitling particularly difficult or complicated properties.

Mr. Sudberry's list of achievements and civic involvement is impressive. He is a member of ICSC, Urban Land Institute, the Congress of New Urbanism, National Council for Urban Economic Development, San Diego BIA, Policy Advisory Board Executive Committee USD Burnham-Moores Center for Real Estate, San Diego Economic Development Corporation, and the Regional Chamber of Commerce. He has also recently served as chairman of The Lincoln Club, Board Member of Impact Urban America, The San Diego River Park Foundation, Move San Diego, Father Joe's Villages, Former Board Member of North County BIA, Santa Fe Christian Schools, and USS Midway Museum

Joe Terzi

President & CEO, San Diego Convention & Visitors Bureau

An active member in the San Diego hospitality industry since 1995, Terzi was formerly a senior vice president for Starwood Hotels & Resorts until his retirement on January 1, 2009. He served on the Board of the Convention & Visitors Bureau for 12 years and was its chairman in 2004. He was also a member of the advisory board of the San Diego State University School of Hospitality & Tourism Management, the board of directors of The Old Globe Theater, the 2008 American Society of Association Executives Host Committee and the San Diego Lodging Industry Association. Terzi was also a founding board member of the San Diego Tourism Promotion Corporation, the operating arm of the city's Tourism Marketing District (TMD), which provides funding for the Bureau. Terzi was named President & CEO of the Convention & Visitors Bureau in 2009.



Vince Vasquez

Senior Policy Analyst, National University System Institute for Policy Research



Vince Vasquez is the Senior Policy Analyst at the National University System Institute for Policy Research, based in San Diego, and has worked on a wide variety of local and regional policy issues, including government taxes and finance, telecommunications, urban life, poverty, and the Latino community. In addition to producing special reports, Vince contributes to the San Diego Economic Ledger, a bi-monthly report highlighting key economic happenings in the San Diego region and published by the Institute.

The National University System Institute for Policy Research is an independent institute that conducts research and publishes articles, policy briefs, and other materials about regional issues, including municipal government, economic policy, housing, transportation, infrastructure, and fire preparedness. Since its launch in January 2007, the National University System Institute for Policy Research has produced three major policy reports, seven shorter policy briefs, 10 economic bulletins, eight public opinion polls, and over 70 commentaries. National University System Institute for Policy Research staff and research have been featured more than 100 times in the media, including stories in the Wall Street Journal and on National Public Radio. The National University System Institute for Policy Research's efforts have had a direct impact on seven major decisions, including water policy, the City of San Diego's budget, the enhancement of regional fire protection, and the debate over Wal-Mart Superstores.

Courtland Weisleder

Founder, Greener Dawn Member, US Green Chamber of Commerce

Courtland Weisleder is the founder of Greener Dawn, a company that provides services to Solar Installers, Energy Auditors, and Home Performance Contractors nationwide. Educating homeowners on the value of Energy Efficiency and Solar Installation is Greener Dawn's focus through their numerous websites including www.mygreenerdawn.com. Courtland founded Greener Dawn in pursuit of his belief that alternative energy, renewable energy and clean technology can define and build a brighter future.



"In September 2008 with the economy faltering, I began focusing on clean technology, green building, and sustainability practices," explains Courtland. "Now fast forward to 2010 and it appears that the Green Revolution could become a dominant economic stimulus for the United States. San Diego has the opportunity to become the preeminent clean tech city; the Green Chamber is the perfect conduit to bring together local businesses with a thirst for maximizing green business opportunities. I am proud to be a founding member of the Green Chamber of San Diego."

He was named to the 35 Green Entrepreneurs under 35 by San Diego News Network as well as a Metro Mover in 2010 by the San Diego Metropolitan Magazine.

Stephen Williams SENTRE Partners



Steve Williams, Partner, co-founded SENTRE Partners in 1989. Steve is a co-founder of Bandwidth Now which transforms commercial buildings into "next gen" environments, treating bandwidth as a utility and Wi-Fi as an amenity using its patent pending Building Optical Network (BON). Bandwidth Now and SENTRE were nominated by Intel for the Computerworld Honors Program's 21st Century Achievement Award. Steve was formerly a partner with Trammell Crow Company, where he was responsible for the San Diego division. Prior to that, he was an investment salesman for Coldwell Banker in their Santa Ana office. Steve began his career as a certified public accountant with Arthur Young and Co.

Steve is a grandson of Arthur Banker, co-founder of Coldwell Banker (and now CB Richard Ellis). He is a past recipient of the Alonzo Horton Founder's Award, downtown San Diego's most prestigious honor. For more than ten years, Steve has taught a one-hour class for Jr. Achievement at an inner-city high school and was named Consultant of the Year in 2000. Steve graduated from UCLA in 1972 and received an MBA from USC in 1974. He is a licensed CPA and licensed real estate salesman. He is active in ULI and was a former national board member of NAIOP.

He is active in the community and currently serves on the boards of the San Diego Regional Economic Development Corp. and CONNECT. He has previously served as Chair of LEAD San Diego. He has also served on the boards of the San Diego Chamber of Commerce, The Burnham Institute and the Reuben H. Fleet Science Center. Steve and his wife, Stephanie, have two children.



PATHWAY TO
Prosperity 

Carl DeMaio's Economic Prosperity Plan for Job Creation